

Burbank: **moving toward the 21st Century**

A Strategic Plan

INTRODUCTION

Just about everyone has heard the old line,

“When you’re up to your waist in alligators,
it is hard to remember that your job was
to drain the swamp.”

That message is particularly true when it comes to our local government. There is so much going on in Burbank that it is often hard to step back from the day to day business of the City and look at the big picture of where the City is and should be going.

Any City government is like a “conglomerate” with many “wholly-owned subsidiaries.” In the case of local government, those “subsidiaries” are a lot of essential services, such as police, fire, paramedics, libraries, parks, water, sewers, streets, electricity, land use planning, economic development, etc. Each area of responsibility has its own legal and operational requirements as well as sources of funding. Each “subsidiary,” or service, has its own clientele, needs and resources. The Board of Directors of this conglomerate, the City Council, is responsible to its share holders, the owners of the conglomerate -- the citizens of Burbank. The City Council is required to balance the sometimes competing interests and be accountable to the citizens for the performance of each area of service.

As we enter the last decade of this century, the City Council feels it is important to take a broad look at what we think the City of Burbank should be as we head toward the 21st Century.

The five Councilmembers sometimes have strong differences of opinion on specific issues facing the City. However, there is a surprising amount of agreement about the “vision” of what Burbank is and should be. That particular vision comes from some very deep roots. No member of the Council has lived in Burbank less than 28 years. The five Councilmembers have raised or are raising a total (so far) of 15 children in Burbank. Every member of the Council has children who have or will attend the very same schools they attended when they were children.

Despite these roots and that shared vision of Burbank, differences exist on the Council, as in the community, on how best to get where we want to go. This document is founded on the proposition that if we can agree on the vision and the goals, we can more readily accept and respect disagreements on implementation as legitimate differences of opinion. Hopefully, the deeper bonds which hold us together are stronger than the specific issues which can pull us apart.

The format of this document is very simple. It starts with a statement about the Vision of the City and the Mission of the local government. From that statement seven broad Goals are established which are expected to help achieve the Mission. Each of the seven Goals are then individually elaborated upon with more specific Subgoals. Although the Subgoals are much more detailed, they are still sometimes rather broad statements as to what is expected to be achieved during the next decade.



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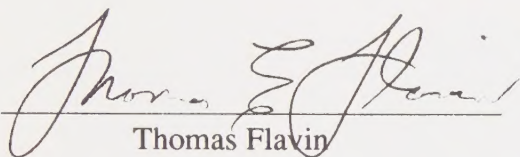
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We have agreed to facilitate the implementation of these Goals by setting specific achievable yearly goals. Each new incoming Mayor will, between May 1 and July 1 of each year, work with the City Council to establish priorities and time schedules for the specific work program for the upcoming fiscal year. City staff will be expected to take the appropriate actions to carry out the Council's priorities. In January and June of each year the staff shall present a progress and year-end status report on the implementation of the annual work program.

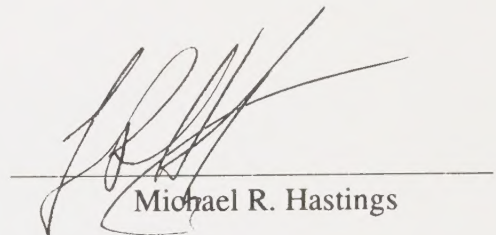
Although the annual work program is intended to be a firm planning document, it is recognized that unforeseen problems or new projects may arise during any year. The Council, community and staff recognize that it is not possible to do all things for all people. If new and higher priority projects arise during the year, other previously established lower priority projects will have to be deferred or dropped. Any reprioritization should be done consciously and at a regular public Council meeting. In the end, it is fully anticipated that the staff and Council should be held accountable for its progress in implementing the work program.

As with any new system, this plan is not apt to be perfect. However, it is hoped it will be a first step in a worthwhile direction. Respecting legitimate differences of opinion while working together for a better community is worth whatever effort it takes.

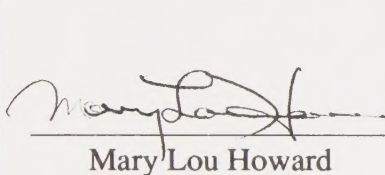
Your City Council,



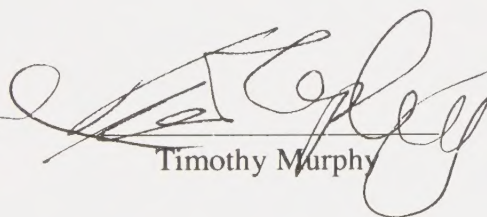
Thomas Flavin



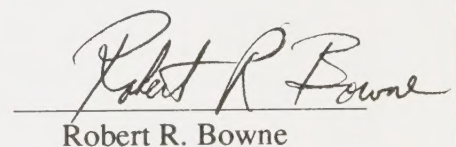
Michael R. Hastings



Mary Lou Howard



Timothy Murphy



Robert R. Bowne

May 1990

MISSION STATEMENT

THE CITY OF BURBANK IS A SPECIAL URBAN COMMUNITY. IT IS HERE THAT RESIDENTS FIND TRANQUIL NEIGHBORHOODS, PEACE IN THEIR HOMES, AND PROTECTION FROM THE POTENTIALLY NEGATIVE ASPECTS OF MAJOR INDUSTRY AND POPULATION DENSITIES. OUR HIGH QUALITY OF LIFE AND LEVEL OF MUNICIPAL SERVICES ARE ACHIEVED BY PRESERVING AND ENHANCING THE CITY'S ECONOMIC PROSPERITY.

IT IS THE MISSION OF CITY GOVERNMENT TO BALANCE THIS DESIRE FOR TRADITIONAL VALUES AND LIFE-STYLES WITH CONTEMPORARY AND FISCALLY RESPONSIBLE MUNICIPAL SERVICES WHILE MOVING TO THE FUTURE WITH THOUGHTFUL AND STABLE ECONOMIC PROGRESS, WITHIN A SYSTEM OF GOVERNMENT THAT RESPECTS LEGITIMATE DIFFERENCES OF OPINION.



The number one goal of the City Council is to retain the sense of community and the quality of life in Burbank that are characterized by attractive, well-maintained neighborhoods. An important balance is necessary to preserve this quality of life in Burbank's residential neighborhoods along with the economic underpinning of the community --the commercial and industrial base which helps pay for that quality of life.

GOALS

To achieve that Mission the City sets forward the following Goals to be sought during the next decade:

- A. TO ENSURE THAT THE CITY RETAINS A SENSE OF COMMUNITY AND QUALITY OF LIFE CHARACTERIZED BY PERMANENT RESIDENCY IN NEAT, WELL MAINTAINED AND ATTRACTIVE SINGLE AND MULTI-FAMILY NEIGHBORHOODS SUITABLE FOR ALL AGES AND SOCIO-ECONOMIC GROUPS**
- B. TO PROVIDE MUNICIPAL GOVERNMENT LEADERSHIP WHICH IS OPEN AND RESPONSIVE TO ITS RESIDENTIAL AND CORPORATE CONSTITUENTS, AND IS CHARACTERIZED BY STABILITY, CONFIDENCE IN THE FUTURE AND COOPERATIVE INTERACTION AMONG CIVIC LEADERS, RESIDENTS, BUSINESS PEOPLE AND CITY STAFF, WHILE RECOGNIZING AND RESPECTING LEGITIMATE DIFFERENCES OF OPINION ON CRITICAL ISSUES FACING THE CITY.**
- C. TO PROVIDE COST EFFECTIVE, QUALITY SAFETY SERVICES AND FACILITIES THAT RESULT IN THE PROVISION OF A SAFE ENVIRONMENT SO THAT CITIZENS WILL BE SECURE IN PURSUING THEIR PROFESSIONAL AND PERSONAL ACTIVITIES.**
- D. TO PROVIDE AND ENHANCE THE HIGH LEVEL OF LEISURE, INFORMATION AND OTHER HUMAN SERVICES AVAILABLE IN BURBANK TO ITS CITIZENS.**
- E. TO PROVIDE AND FURTHER ENHANCE A STRONG ECONOMIC BASE BY ENCOURAGING QUALITY AND "CLEAN" RETAIL, COMMERCIAL AND INDUSTRIAL DEVELOPMENT WHICH IS COMPATIBLE WITHIN A COMMUNITY OF HOMES.**
- F. TO ENHANCE THE ROLE OF THE CITY AS A LEADER IN THE EFFORT TO PROTECT THE ENVIRONMENT AND PRESERVE OUR NATURAL RESOURCES WHILE CONTINUING TO PROVIDE AND ENHANCE THE ESSENTIAL PUBLIC WORKS AND INFRASTRUCTURE OF THE CITY.**
- G. TO OPERATE THE CITY GOVERNMENT IN A FISCALLY AND MANAGERIALLY RESPONSIBLE AND PRUDENT MANNER.**

SUB-GOALS

To achieve the above stated goals, the City adopts the following sub-goals to be pursued during the 1990's:

A. TO ENSURE THAT THE CITY RETAINS A SENSE OF COMMUNITY AND QUALITY OF LIFE CHARACTERIZED BY PERMANENT RESIDENCY IN NEAT, WELL MAINTAINED AND ATTRACTIVE SINGLE AND MULTI-FAMILY NEIGHBORHOODS SUITABLE FOR ALL AGES AND SOCIO-ECONOMIC GROUPS.

1. Implement Measure 1, as intended, to control the number of newly constructed apartment units through the use of (1) improved design standards to enhance compatibility with lower density zones and (2) reduced effective densities of permitted development in multi-family zones.
2. Provide 1,000 units of senior citizen housing in the next 10 years, possibly as creative transitional zones, using 20% redevelopment set-aside, CDBG and other non-general fund sources, as well as through the use of streamlined process and specialized codes.
3. Develop program for first-time home buyers, using 20% set-aside, CDBG and other non-general fund sources, as well as through the use of reduced fees, expedited processing, etc.



The City will implement Measure 1 so as to control the number and the quality of multi-family units which are built in Burbank. Landscaping and design features will result in multi-family units which add to the quality of the City's residential neighborhoods.



Seniors are a growing segment of the Burbank population. In light of this growth and recognizing the importance of older Americans to the life of the City, the Council wants to provide at least 1,000 additional units of senior housing over the next 10 years.

4. Encourage construction and rehabilitation of infill single-family and executive housing, using CDBG funds, reduced fees, expedited processing, etc.
5. Strive to achieve a 70/30% ratio between ownership and rentals for all newly constructed dwelling units during the 1990's.
6. Preserve to the greatest extent possible the natural wilderness character of the Verdugo Mountain area for the scenic and recreational enjoyment of all City residents.



The beautiful Verdugo Mountains provide a dramatic backdrop for Burbank. Efforts to preserve this natural area allow residents to enjoy a wilderness recreational area right in the city.



The City plans to step up its efforts to maintain the quality of life in Burbank. Here a playlot adds parkland to a residential area of single and multi-family homes.

For its continuing reforestation efforts, Burbank has been designated a "Tree City U.S.A." for 11 years. The City recognizes the importance trees play in creating the character of our community and in helping stem air pollution and the green-house effect.



7. Preserve and enhance the appearance of all neighborhoods by:
 - a. Adopting a proactive, systematic residential code enforcement program to remove blight, protect neighborhoods and preserve property values.
 - b. Adopting an aggressive "reforestation" program for residential streets by planting a net increase of 5,000 trees over next 10 years, via a landscape maintenance district.
 - c. Pursuing an aggressive utility line undergrounding program with specified goals.
8. Consider "down zoning" only when it is supported by the majority of the property owners to be rezoned.
9. Create and implement a neighborhood enhancement program for areas of specialized need, such as Lake Street, Peyton and Grismer Avenues, etc.

B. TO PROVIDE MUNICIPAL GOVERNMENT LEADERSHIP WHICH IS OPEN AND RESPONSIVE TO ITS RESIDENTIAL AND CORPORATE CONSTITUENTS, AND IS CHARACTERIZED BY STABILITY, CONFIDENCE IN THE FUTURE AND COOPERATIVE INTERACTION AMONG CIVIC LEADERS, RESIDENTS, BUSINESS PEOPLE, AND CITY STAFF, WHILE RECOGNIZING AND RESPECTING LEGITIMATE DIFFERENCES OF OPINION ON CRITICAL ISSUES FACING THE CITY.

1. Create a City government environment that is characterized by a commitment to work constructively together. Establish, by example, an attitude of openness, cooperation and responsiveness to the exchange of ideas.
2. Ensure that the pace of City improvement and activity is reasonable by providing opportunity for weighing equities, developing fair and positive resolution of issues, and monitoring the work load impacts on staff to enhance the quality of City services.
3. Provide support and cooperation to the School District in improving the education of Burbank students and encourage involvement of the private sector in educational efforts, such as the Partnership Program.



It is the City Council's leadership responsibility to set a tone in the community of working together openly and cooperatively, while respecting legitimate differences of opinion.

Even though it's a separate governmental agency, the City Council wants to work cooperatively with the School District to help meet the needs of the deteriorating physical facilities of the schools.





Model of proposed new joint Police/Fire Building.

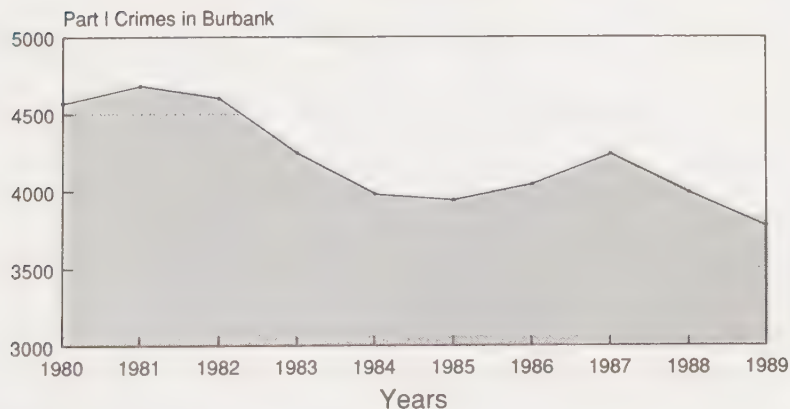
4. Actively participate in regional activities to enhance local control and further quality of life policies important to Burbank.
5. Create a City government in which all departments plan for the future on the basis of a common vision for the community.
6. Encourage a constructive approach in dealing with all business, civic and neighborhood groups to ensure a forthright and productive dialogue on the issues.

C. TO PROVIDE COST EFFECTIVE, QUALITY SAFETY SERVICES AND FACILITIES THAT RESULT IN THE PROVISION OF A SAFE ENVIRONMENT SO THAT CITIZENS WILL BE SECURE IN PURSUING THEIR PROFESSIONAL AND PERSONAL ACTIVITIES.

1. Continue to ensure a ratio of 1.6 sworn police officers per 1,000 population, with related civilian support, and the expectation of a Part I crime rate per 1,000 population at least 30% below the average of the City of Los Angeles and our five "comparison" cities: Glendale, Pasadena, Santa Monica, Torrance, and Inglewood.

1980-1989

Declining Crime During Past Decade



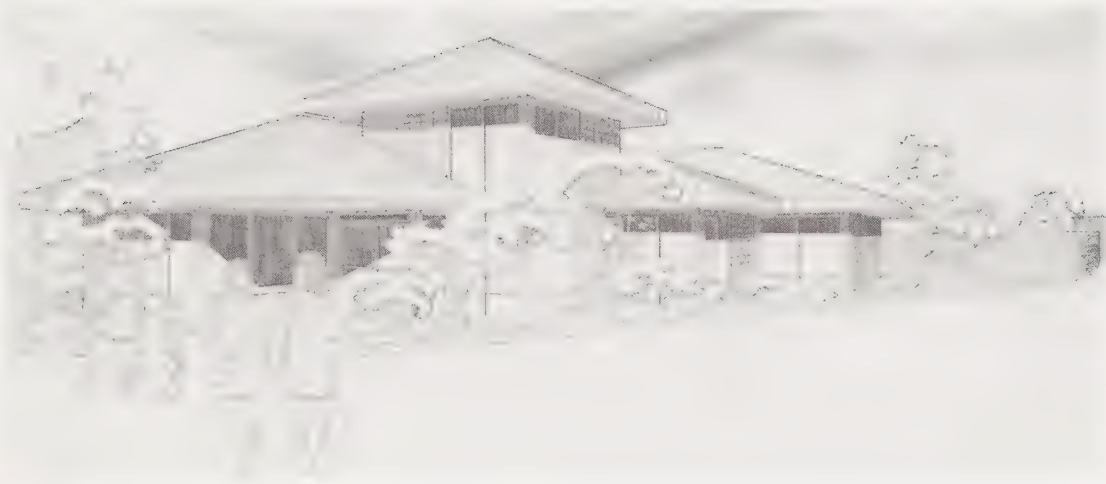
NOTE: Chart does not start at zero

Burbank has a very low crime rate, compared to surrounding cities, and our goal is to keep our crime rate well below those of the cities around us during the next decade also.

2. Construct new Police/Fire Headquarters financed by a voter approved General Obligation Bond.
3. Continue to place a high priority on, and increase where possible, a significant emphasis on juvenile crime prevention and diversion programs (gangs, drugs, graffiti, school resource officers, adolescent outreach, etc.).
4. Continue to increase emphasis on crime prevention programs, such as Neighborhood Watch, home and business security, education programs, etc.
5. Stay abreast of, and implement when appropriate, technological advances in the safety services to more effectively use the personnel and limited financial resources available.
6. Provide a permanent, more cost-effective facility for the helicopter program, through reconsolidation with Glendale or joint venture with other public or private agencies.
7. Complete construction of fire stations 13, 14, and 15.
8. Add a third paramedic squad when calls reach approximately 6,000 per year, and/or paramedic squad unavailability exceeds reasonable standards due to workload.
9. Maintain high emphasis on hazardous materials, possibly with a dedicated "hazmat" squad in conjunction with Pasadena and Glendale, manned by state-certified "haz mat" specialists.

Due to the industrial character of Burbank, we have a lot of hazardous materials. This makes emergency preparedness and hazardous materials high priorities for the Fire Department in the future.





A new 8,560-square-foot animal shelter is being built on a 1.09 acre site at 1150 Victory Place. This state-of-the-art facility, replacing Burbank's small 36-year-old building, will include features like a petting zoo, conference room, and expanded care facilities which will allow for additional programs.

10. Place significant emphasis on emergency preparedness for the community, such as earthquakes, fire, flood and other natural and manmade disasters.
11. Place high priority on fire prevention and creating and maintaining a safe community by developing and adopting codes and ordinances incorporating appropriate regulatory standards and technologically effective fire detection and suppression systems.
12. Construct a new animal shelter.
13. Work with County to ensure the preservation of Municipal and Superior Courts in Burbank, and to allow felony criminal trials to be heard locally.



Burbank now has two paramedic squads on duty at all times, with plans to go to three squads when the need is there.

D. TO PROVIDE AND ENHANCE THE HIGH LEVEL OF LEISURE, INFORMATION AND OTHER HUMAN SERVICES AVAILABLE TO BURBANK CITIZENS.

1. Reconstruct Central Library, financed by a public/private partnership, voter approved bonds, or other non-General Fund source.
2. Remodel or reconstruct Buena Vista Library, financed by a public/private partnership, voter approved bonds, or other non-General Fund source.
3. Add a community room to the Northwest Branch Library.
4. Complete the library automation program.
5. Develop and implement a plan for the upgrading of all current City park equipment and facilities.
6. Work with School District to jointly plan and develop school sites for park and recreation use after hours, with Joaquin Miller Elementary School as the first priority.



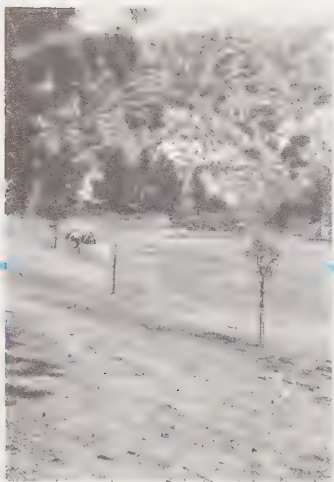
Burbank's Library Services Department offers a wide variety of services to a growing number of users in its aging structures at three locations. The City is committed to building larger facilities which will allow the Library to meet the growing information needs of the community.

With available land for new parks at a premium and with some Burbank schools (such as Miller shown here) having no grassy play areas, the City is looking at ways to jointly develop school sites as neighborhood parks.



Bar coding such as this is the new look on Burbank Library cards. Similar codes now appear on all Library materials as part of the automation program.





Recognizing the need for parklands and recreational facilities, as well as the need to preserve our natural resources, the City is developing a plan for the area which includes DeBell Golf Course, Stough Park, the Starlight Amphitheatre and much undeveloped hillside land.

7. Complete a master plan and environmental analysis to guide future development and public use decisions in the hillside area encompassing Stough Park, the Starlight Amphitheater, Bel Aire field, DeBell Golf Course, the completed landfill sites, Walnut Canyon, and adjacent public properties.
8. Develop and implement a plan for the recreational development of Wildwood Canyon and the "Rim of the Valley" trail system.
9. Develop and implement a parkland dedication requirement and/or fee for the rezoning and/or recycling of any major parcels.
10. Explore the possibility of a "Family Sports Center" in a non-hillside location.
11. Complete an integrated "arts master plan" which addresses facility program and financing issues related to performing and fine arts, i.e., Starlight Amphitheater, Little Theatre, performing arts/civic auditorium, Arts-in-Public Places program, etc., working with the studios, developers, and other non-General Fund resources.



Burbank's big natural resource is the beautiful Verdugo Mountain range to the east. The hills are a tremendous asset to the community. Plans are underway for developing recreational opportunities in Wildwood Canyon (shown here) and connecting Burbank's hill trails with the "Rim of the Valley" trail system.

12. Explore the possibility of developing a "Youth Center" or "Youth Sports Center" in the Golden State Project Area.
13. Adopt a responsible approach to comprehensive child care with City as facilitator, but not as first-line provider.
14. Complete a comprehensive evaluation of the human services program, with particular emphasis on the needs of youth and senior citizens.
15. Assess the level of need for and develop an appropriate program to deal with the special needs of the disabled, using community involvement and public/private partnerships, such as "City Program."
16. Develop new revenue sources for youth oriented parks and recreation services, and develop an accounting system to dedicate those funds.
17. Develop and implement a program for "bike routes."



An "arts master plan" will address both the performing and fine arts programs which add so much to the quality of life in Burbank. The plan will look at maintenance of existing programs and facilities along with development of new programs.

With child care a major social need in the 90s, Burbank is making a commitment to facilitate the development of private programs in the City.



E. TO PROVIDE AND FURTHER ENHANCE A STRONG ECONOMIC BASE BY ENCOURAGING QUALITY AND "CLEAN" RETAIL, COMMERCIAL, AND INDUSTRIAL DEVELOPMENT WHICH IS COMPATIBLE WITHIN A COMMUNITY OF HOMES.

1. Complete construction of the downtown "mixed use" center, consisting of at least 3 department stores, 518,000 square feet of enclosed mall and shops, at least 3 restaurants, a 300 room quality hotel, the 240,000 square foot IKEA furniture store, and approximately 1,020,000 square feet of mid to high rise office space on 4 pads to be constructed over the next 8 years.
2. Develop and implement a Master Plan for the downtown to guide remaining redevelopment, including the beautification and recycling of the areas outside the Redevelopment Project boundaries.
3. Adopt and implement a program for recycling of the Golden State Project Area and Airport area industrial properties to provide for "R & D", commercial office, auto mall, retail and other "clean" industrial and related uses.
4. Adopt and implement the Media District Specific Plan to protect surrounding neighborhoods and to ensure reasonable development opportunity for studios and medical uses.
5. Develop, adopt and begin to implement the Community Facilities Element of the General Plan. If and when new or increased fees are proposed, they should be done after careful consideration of the annual "Cumulative Fee Study" in order to be

The mixed use project under construction by the Haagen company integrates with the adjoining area and is the cornerstone of the whole downtown area that is going to be recycled., The retail, hotel, and office buildings will provide an important boost to our City's economic base.



mindful of the City's competitive position within the trade area. New development will be expected to "pay its own way" and "buy into the Burbank way of life."

6. Work with the Airport Authority for construction of a new airport terminal within defined capacity.

7. Develop appropriate plans and take necessary actions to link Burbank into proposed regional mass transit plans so as to facilitate the movement of people who reside in Burbank but work elsewhere as well as those who work in Burbank but reside elsewhere.

The goal of the Media District Specific Plan is to help the existing studios meet their needs while at the same time protecting the quality of life in the surrounding residential neighborhoods.



Burbank's old train depot on Front Street is proposed as the site of a multi-modal transportation center to link the three Southern Pacific rail lines, buses, and other forms of mass transit.



As Lockheed significantly reduces its presence in the City, this pioneer Burbank industry will be missed--in terms of jobs, city revenue, and the local pride in having this aerospace giant here. Its vast land holdings will be recycled for other cleaner uses which will also provide jobs for residents and revenue for the City. This view of the Burbank-Glendale-Pasadena Airport, which is not part of Lockheed, looks north from Empire Street showing much of the Lockheed land around the airport. The airport terminal is the curved structure at the bottom center of the photo.

8. Develop and implement programs to provide “intra-City” transportation for all potential users, including the present system for the elderly and handicapped.
9. Enhance the appearance of commercial areas through the use of creative funding mechanisms, such as development impact fees, benefit assessment districts, etc., by:
 - a. Adopting proactive, systematic commercial code enforcement to curtail future blight.
 - b. Adopting aggressive “reforestation” program for commercial streets by planting 5,000 trees over next 10 years.
 - c. Developing program for landscaped median strip development along major commercial streets such as Olive, Victory, Magnolia, Glenoaks and Burbank, via landscape maintenance districts and/or other non-General Fund sources.
 - d. Pursuing aggressive utility line undergrounding program with specified goals.
 - e. Updating and systematically enforcing sign ordinance.
 - f. Phasing out all commercial bus benches over next 5 years and replacing them with decorative “street furniture” benches.
 - g. Implementing City Identification Sign Program (Adopt-A-Sign Program).



Street beautification plans include replacing commercial bus benches and newspaper racks with decorative street furniture, undergrounding utility lines, and planning landscaped median strips on major streets.



The City is committed to maintaining its "Tree City U.S.A." title by continuing an aggressive street tree planting program in commercial as well as residential areas.



h. Phasing out all commercial newspaper racks over next years and replace them with decorative containers.

i. Developing design standards for commercial and industrial uses.

F. TO ENHANCE THE ROLE OF THE CITY AS A LEADER IN THE EFFORT TO PROTECT THE ENVIRONMENT AND PRESERVE OUR NATURAL RESOURCES WHILE CONTINUING TO PROVIDE AND ENHANCE THE ESSENTIAL PUBLIC WORKS AND INFRASTRUCTURE OF THE CITY.

1. Closely monitor Air Quality Management District (AQMD) programs and aggressively implement local elements.

2. Place significantly greater emphasis on recycling program to achieve the State mandated offsetting of 50% of load by the year 2000, including the construction of a combined recycling/household hazardous waste environmental center.



Working with our neighboring communities and with regional organizations like AQMD, Burbank is implementing programs to improve our air quality...for healthier breathing and crystal views of the hills.

3. Provide “leadership by example” for recycling, by establishing aggressive City policies for recycling and the use of recycled products.
4. Work closely with the School District to provide ongoing educational programs on recycling, conservation and other environmental protection efforts.
5. Pursue waste to energy alternatives.
6. Pursue groundwater cleanup by responsible parties in cooperation with the Environmental Protection Agency and other stated federal agencies.
7. Place significantly greater emphasis on use of reclaimed water, with PSD as purveyor.
8. Develop an aggressive, on-going program of water conservation.
9. Develop an aggressive, on-going program of energy conservation.



Since we live in a naturally dry area, it is important to practice water conservation as a way of life. Here City officials inspect the interior of the City's recently reconstructed 6.7 million gallon Water Reservoir No. 1 before it's refilled. Important water issues for Burbank include cleaning up the ground water for reuse, increasing our water storage capacity, and reclaiming water from our sewer sanitation plant for uses such as landscape watering.

Teaching electrical safety and energy conservation are part of the Public Service Department's ongoing educational programs.

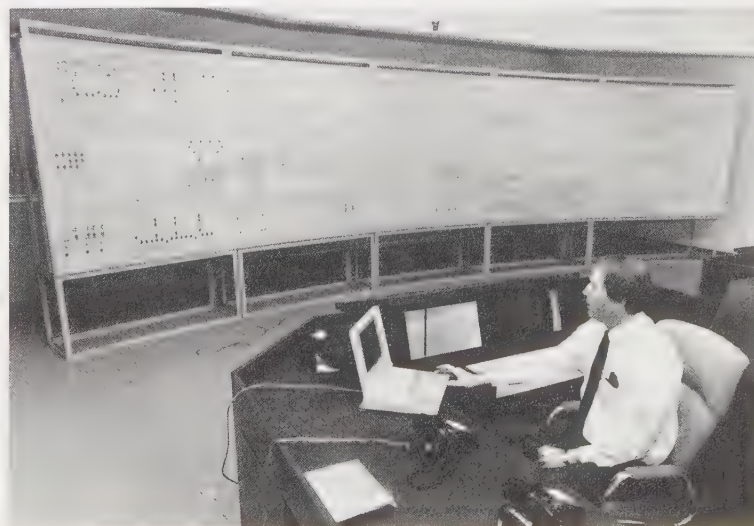




While many Southern California landfills are running out of room to bury trash, Burbank has a Landfill that's going to meet our needs through the year 2077 at the present disposal rate. However, if Burbank residents increase their recycling, as the City is encouraging them to do, the Landfill will last even longer.

10. Upgrade the Traffic Circulation Element of the General Plan and aggressively pursue implementation.
11. Complete the expansion of the sewage treatment plant.
12. Resolve the problem with L.A. re: the Hyperion plant (\$60 million by 2005 via rates).
13. Complete the expansion and landscaping of the landfill.
14. Determine optimum water storage capacity (currently 52.5 million gallons) and develop new or expanded facilities to accommodate that need.
15. Complete System Control and Data Acquisition (SCADA).

Modernization of our electrical system includes this SCADA facility and several new 12kv substations around the City.



16. Complete the 12kv electrical distribution system (currently 50% of load), with emphasis on new load and recognizing that existing load conversion will take several decades.
17. Develop and maintain a street improvement program.
18. Maintain the current alley improvement program.
19. Develop and implement a long range sidewalk improvement program via assessment districts.
20. Adopt and implement a street lighting master plan with provision for a funding mechanism.
21. Implement a more aggressive program to better maintain existing public buildings.
22. Resolve space problem at City Hall and the Municipal Services Building.

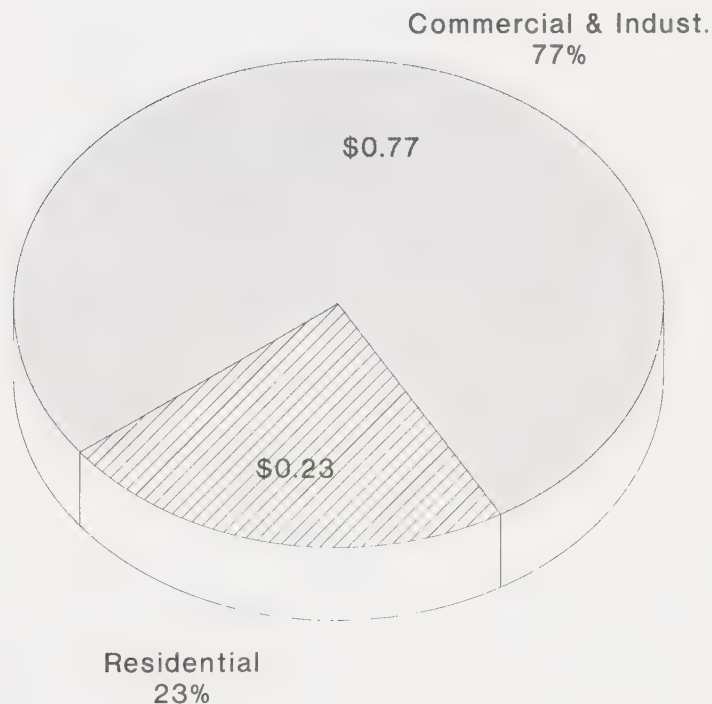


Maintenance of City buildings and equipment remains a high priority. As buildings age and as City services expand, work space needs to be refurbished and enlarged.

G. TO OPERATE THE CITY GOVERNMENT IN A FISCALLY AND MANAGERIALLY RESPONSIBLE AND PRUDENT MANNER.

1. Maintain a balanced operating budget for all governmental funds with on-going revenues equal to or greater than on-going expenditures.
2. Assume that normal revenue inflation will go to pay normal inflation of expenses. Any new or expanded programs will be required to identify funding sources.
3. Require that all proprietary funds (enterprise and internal service) be self-supporting.

BUDGET DOLLAR



As shown here, 77% of the City's revenue comes from the strong commercial and industrial economic base of the City. This provides a higher level of municipal services and quality of life than would be possible if we were strictly a bedroom community.



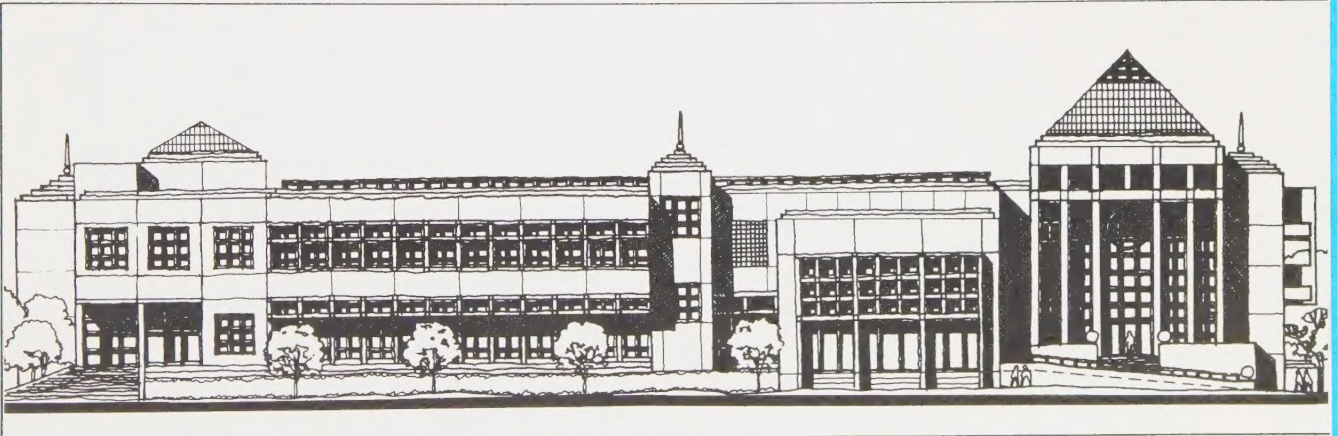
At the heart of all these goals is a balanced budget. The City will continue to operate in a fiscally responsible manner. Even though many goals have been stated here, the City will have to accomplish these things within a balanced budget. We're not going to spend more than we have to accomplish these things.



4. Maintain an appropriated General Fund working reserve equivalent to 15% of the General Fund budget and an appropriated emergency reserve equivalent to 5% of the General Fund budget.
5. Maintain appropriate reserves in the Risk Management Fund and the Workers' Compensation Self-Insurance Fund to meet statutory requirements and actuarially projected needs.
6. Maintain a long-range fiscal perspective through the use of two-year operating budget, and a five-year capital improvement plan.
7. Use long-term financing methods, rather than annual operating revenue, to provide for major capital improvements or acquisitions.
8. Require each appropriation request to include a fiscal impact analysis.
9. Comply with all the requirements of generally accepted accounting principles.

10. Continue to pay competitive, market level compensation to City employees in order to attract and retain competent and public service oriented individuals, even if it means not increasing the total number of City employees.
11. Place a high priority on employee safety, on-going job training and collaborative management to help achieve efficient and cost effective City services.
12. Postpone construction of additional facilities until the City has demonstrated that it can fund the on-going maintenance and eventual replacement of the facilities it already operates.
13. Take appropriate steps to increase the funds set aside to provide major capital improvements and eventual replacement of existing facilities.
14. Postpone purchasing of additional property until the City has demonstrated it is appropriately utilizing existing school and City properties.
15. Fully explore the possibility of public-private partnerships in the development of any new City facilities.

To continue to provide a safe community, we need a new Police and Fire Headquarters. Work has begun on designing a shared facility for these two safety services to replace the aging buildings currently housing them. This preliminary drawing is close to what the finished design will be. Police and Fire will share a common main entrance which will be at the corner of Third Street and Orange Grove Avenue (the far right of this picture). Burbank voters will need to approve a General Obligation Bond for this project.



16. Put the highest possible priority on completing the Community Facilities Element of the General Plan and thereafter use Developer Impact Fees to make sure new development pays its own way.

17. Maintain water, electric and other enterprise rates at competitive levels.

18. Invest surplus funds, within the City's Investment Policy and legal requirements of California Code and Resolutions of the City Council and Redevelopment Agency, with the overall objectives of safety, liquidity and yield, in that order.



With industry and retail providing a solid financial base for Burbank, the City government recognizes the high value our residents place on our top quality City services and our warm residential neighborhoods . Maintaining these qualities into the 21st century is a goal of the City of Burbank.



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